

# Reconciliation Action Plan

March 2025 - February 2026



# Acknowledgement of Country

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We acknowledge First Nations people have a deep connection with Country, and we celebrate the continuing effect of cultural knowledge and practices on Country and communities across Australia.

We pay our respect to Elders past and present, whose knowledge and leadership has protected Country and allowed First Nations spirituality, culture and kinship to endure through the ages.

We recognise the injustices and hardship faced by First Nations communities and reflect on opportunities for all Australians to play a part in reconciliation and the development of mutual understanding and respect across cultures.

Aboriginal and Torres Strait Islanders people as the First Peoples of Australia and the

Traditional Custodians of its lands and waters on which Ricardo offices are located around Australia.

- The Kaurna people (Tarndanya / Adelaide, South Australia)
- The Turrbal people (Meanjin / Brisbane City, Queensland)
- The Ngunnawal and Ngambri people (Ngambri / Canberra, Australian Capital Territory)
- The Wurundjeri (Woiwurrung) people of the Kulin Nation (Naarm / Melbourne, Victoria – Collins Street)
- The Whadjuk people of the Noongar Nation (Walyalup / Fremantle, Western Australia)
- The Cammeraygal people (Warrane / Chatswood, New South Wales)



Front cover artwork: 2024, Digital Artwork, Scott 'Rusted Tin' Rathman. Commissioned by Ricardo Australia for the Reconciliation Action Plan. For more information about this piece and the artist please see the 'About the artist' section.



# Statement from CEO of Reconciliation Australia

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Reconciliation Australia welcomes Ricardo to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Ricardo joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Ricardo to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Ricardo, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



**Karen Mundine**

Chief Executive Officer  
Reconciliation Australia

# Message from Ricardo leadership

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It has been great to work with the Ricardo team in Australia to develop our inaugural Reconciliation Action Plan. I also want to thank Scott Rathman for his artwork that headlines our RAP and for the time he spent with our team to workshop where, as individuals, we are in our reconciliation journey and how, as Ricardo, we see the work we do and the relationships we form in supporting reconciliation in Australia.

Ricardo works across many areas that directly impact First Nations communities, including the stewardship of our land and water catchments in regional Australia and our contributions to the public transport and health sectors. Our work aligns with efforts to support improved health, economic, and social outcomes for Aboriginal and Torres Strait Islander peoples. Through the implementation of our Reflect RAP, we aim to contribute to 'Closing the Gap', specifically, outcome and target number 8, where we can directly influence the strong economic participation of Aboriginal and Torres Strait Islander people and communities through the implementation of targeted recruitment strategies and initiatives.

Ricardo entered the Australian consulting sector over five years ago through acquisitions across the water, mass transit, and environmental sectors, bringing different corporate approaches and personal journeys in the recognition of and pathway to reconciliation with First Nations people in Australia.

This work has included pro bono engagements that further opportunities for cultural access to water, support First Nations land management practices, and improve opportunities for First Nations workforce participation in rail programs.

We are currently supporting the government with transformative water projects and programs that will deliver significant improvements to culturally and environmentally sensitive water resources, enhance biodiversity, and be a voice for nature for large government and private land holdings, while working to deliver net-zero emissions rail services in our major cities.

Our company and our people are passionate about supporting the sustainability of our natural and lived environments and improving the safety, mental health, and physical well-being of the community.

Our inaugural Reflect RAP is an opportunity for our team and organization to come together, building collective understanding as we begin our journey of reconciliation.

I acknowledge that my company lives, works, and delivers services on the lands of First Nations peoples throughout Australia and that their connection to the land and waterways is the glue to the wonderful country we all now inhabit. I want to pay my respects to Elders and their communities, past and present, and pledge that Ricardo, through this RAP and the services we provide, will work to shape a future for Australia that we can all be proud of.



**Chris Hewitson**

Director, Ricardo Australia and  
New Zealand

# About the artist

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"What I really like about largescale work is that it's a way of reminding non-Aboriginal people that we're still here and that our culture is still as important today as it has always been."

## About the Artist

Scott Rathman, an Arrernte descendant based in Adelaide, is the contemporary First Nations artist behind the name Rusted Tin. He is a cultural learning consultant who integrates his heritage with modern-day stories through colourful, recognisable artworks on everything from largescale outdoor murals to canvases to coffee mugs.

His larger work can be seen on corrugated iron fences, sheds, roller doors, brick walls and even a scooter pump track in Whyalla. Scott sees his work as a modern version of the rock art and cave paintings that distinguished First Nations art of the past. His substantial body of work includes countless murals in schools across the country, education and training to people of all ages and a shopfront Sugarbag Creative located in Glanville, SA.

Every piece of art he creates tells a new story – but is also inspired in some way by his grandmother, a member of the Stolen Generation.

## Ricardo Engagement

On 6 June 2024, Scott facilitated a learning workshop with members of Ricardo Australia. He invited us to consider what reconciliation means to us personally and within the context of our business and work environment. He asked us to select the words that resonated most and draw symbols to reflect them. He compiled all the contributions from those in attendance and used these to inform a digital artwork and associated story created specifically for Ricardo. This work is featured as the cover art for the Reconciliation Action Plan.

## Artwork Story

"Reconciliation is about coming together with Aboriginal and Torres Strait Islander peoples to forge a path built on truth, respect, and understanding. It begins with truth telling, recognising and acknowledging the full story of our shared history, including the injustices and traumas faced by Aboriginal communities. Through education and open, honest communication, we learn about the deep connections Aboriginal people have with this land and its culture, and how we can respect those connections.

Learning from each other is vital; it's about more than just knowing facts but understanding the lived experiences and perspectives of Aboriginal people. It's a journey of reflection, where we examine our own attitudes and actions and recognise the ongoing impact of the past on the present. Respect is at the core of this process, as we listen and honour the voices and stories of Aboriginal people.

In this artwork, fire symbolises our compassion and empathy a flame that burns within us, driving us to seek understanding and unity. As the smoke from this fire rises, it carries the stories of the past, the lessons we need to learn, and the aspirations we hold for a future where all Australians can walk together with mutual respect and shared purpose."

# Our business

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## Who we are

Ricardo is a worldwide engineering, scientific and advisory company engaged in all aspects of projects from policy development through to implementation. Ricardo operates across a wide range of key markets including aerospace and defence, automotive, energy, utilities, waste, financial services, government and public sector, industrial and manufacturing, maritime, and rail and mass transport. Ricardo works with each of these markets to navigating the world's climate challenges in our ambition to create a safe and sustainable world for everyone.

Ricardo is at the forefront of addressing the world's most pressing challenges related to transportation, energy, and global climate change agendas. Our core business revolves around providing expert guidance to address complex challenges throughout the whole value chain, from providing technical consulting, evidence-based advice, strategic advisory and planning, through to engineering consulting and implementation. Ricardo's services encompass a wide range of capabilities, from product design and development to strategic consulting and environmental impact assessment across the breadth of Australia with the aim to ensure environmental protection of air, water and land, the decarbonisation of transport, and innovations to support global net zero and industry agendas.

Ricardo's shared values actively guide our behaviours and reflect how we work together toward reconciliation.

## Our values

### CREATE TOGETHER

Learning from each other is vital to understand the lived experiences and perspectives of First Nations people and our shared history, to create a sense of belonging.

### BE INNOVATIVE

We are motivated to continuously improve and solve complex problems every day, and approach reconciliation with the same mindset.

### AIM HIGH

We want to change the status quo and aspire to building a future where we can all walk together with mutual respect and purpose.

### BE MINDFUL

Reconciliation is a journey of reflection, where we examine our own attitudes and actions while we listen to the voices of First Nations people.

## Where we work

Ricardo operates globally with office locations in 23 countries across Australasia, Asia, North America, Europe and the United Kingdom. Our large footprint across Australia includes permanent office locations in Western Australia, South Australia, Victoria, New South Wales, Canberra and Queensland. Our team enjoys flexible working arrangements combining work from home with centralised office locations near or within the capital city of each of the listed states and territories. These permanent locations include:

- Walyalup (Perth) - The Hub on SX, Units 5&6, 19 Essex Street, City of Fremantle, WA, 6061 on Whadjuk Land
- Tarndanya (Adelaide) - Level 1, 101 Flinders Street, Adelaide SA, 5000 on Kurna Land
- Naarm (Melbourne) - Level 4, 360 Collins Street, Melbourne, VIC, 3000 on Wurundjeri/Woiwurrung Land
- Naarm (Melbourne) - Level 17, 41 Exhibition Street, Melbourne VIC, 3000 on Wurundjeri/Woiwurrung Land
- Warrane (Sydney) - Suite 2.01, Level 2, Tower B, The Zenith, 821 Pacific Highway, Chatswood NSW, 2067 on Cammeraygal Land
- Ngambri (Canberra) - The Australian National University, 153-18S Cultural Centre 153, Cnr Kingsley St and, Tangney Rd, Acton ACT 2601 on Ngunnawal and Ngambri Land
- Meanjin (Brisbane) - 310 Edward Street, Brisbane, QLD, 4000 on Turrbal Land

Ricardo employs over 3,000 people globally with around 300 people permanently based in Australia. Ricardo does not currently seek information on our team's heritage and therefore the number of employees who identify as First Nations persons is unknown. To better support First Nations stakeholders, we will use our Reconciliation Action Plan to see if this should change.



# Themes for reconciliation

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We believe a RAP is a practical and powerful way to build mutual respect and shared value between Ricardo and Aboriginal and Torres Strait Islander peoples. Through our Reflect RAP, we are taking the first steps toward understanding the rich diversity of histories, cultures, and perspectives that Aboriginal and Torres Strait Islander peoples bring to our society and industry. This journey will deepen our awareness and enable us to integrate valuable insights and knowledge into our work.

Engaging with Aboriginal and Torres Strait Islander communities enriches our team's perspectives and brings invaluable learnings that strengthen our projects and workplace

culture. By fostering genuine relationships and learning from the ingenuity, resilience, and knowledge of Aboriginal and Torres Strait Islander peoples, we not only enhance our capacity to deliver impactful work but also contribute to a more inclusive and equitable society.

Our reconciliation journey is guided by themes of truth and understanding, connection and education, and purpose-driven action. We are committed to ensuring that this journey benefits both our organization and the communities we serve, recognizing that collaborative growth and respect form the foundation of a meaningful reconciliation journey.

## Truth and understanding

We are a large consulting business with employees located across Australia, and work that often focuses on the air, land and water of this country. So, Ricardo has a corporate responsibility to acknowledge the role Traditional Owners have always played in managing Country.

## Connection and education

Many of our clients have complex stakeholder consultation with First Nations peoples as part of their day-to-day business activities, which we currently are unable to adequately support with culturally appropriate expertise.

Recognition of traditional knowledge, land management, and traditions of the First Nations peoples on whose lands we live and work is one way Ricardo can support reconciliation in Australia.

## Purpose driven action

Potential clients have specified supplier requirements related to supporting Aboriginal and Torres Strait Islander peoples, through employment and procurement policies, which Ricardo currently does not meet.

Our RAP development journey will consider new internal policies that will help Ricardo be a better business partner and employer to Aboriginal and Torres Strait Islander organisations and individuals.



# Our RAP

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Ricardo is developing our first Reconciliation Action Plan (RAP) with the view that reconciliation is central to our mission of creating a more inclusive Australia and a better world for future generations.

We acknowledge that Australia was colonised under the doctrine of Terra Nullius—a concept that wrongly denied the existence of the First Nations peoples. We recognise that this land has been home to the world's oldest continuous living culture, with First Nations peoples serving as custodians for over 65,000 years.

Ricardo is committed to sustainability, which includes working collaboratively with First Nations communities to understand and protect cultural and environmental heritage. We highly value the knowledge passed down through generations, which enhances our understanding and stewardship of environmental heritage.

Our reconciliation began with the formation of a RAP Working Group, dedicated to learning, developing and promoting our RAP. This group works to keep the company informed and educated about First Nations cultures, fostering stronger relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians. With representatives from various parts of the business, this team ensures the dissemination and implementation of reconciliation initiatives across the entire organisation.

To support this journey, we have also developed a SharePoint Hub Page for Australian employees, where information on reconciliation and related events is regularly shared.

In early 2024, Ricardo registered with Reconciliation Australia to develop our RAP, committing to a first draft by September 2024. As part of this journey, we engaged employees across Australia in the creation of a First Nations art piece to be featured in our RAP, and held a workshop led by contemporary Eastern Arrernte artist Scott Rathman. This workshop not only created a unique piece of art but also deepened our understanding of First Nations histories and cultures.

We acknowledge that this is just the beginning. Ricardo is committed to further activities that will continue to promote reconciliation and contribute to a stronger, more inclusive Australia. Our goal is to foster lasting connections between First Nations peoples and non-First Nations Australians, to the benefit of all.

# RAP governance

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Our governance structure involves a multi-tiered framework designed to ensure effective implementation and oversight of our RAP targets and goals. At a strategic level, our RAP working group acts as our steering committee to provide high-level direction, set objectives, and ensure alignment with broader organisational goals. Our RAP working group includes senior leaders and key stakeholders, reflecting Ricardo's commitment to reconciliation at all tiers of our organisational structure. Our RAP working group is also responsible for day-to-day management, including the development of initiatives, monitoring progress, and addressing any challenges that arise. This group comprises representatives from various departments to foster cross-functional collaboration across state lines. Regular reporting and review mechanisms are integral to our governance

structure, ensuring transparency and accountability while allowing for adjustments and continuous improvement in line with our evolving reconciliation goals.

To champion our RAP and drive internal engagement, Chris Hewitson, ANZ Director, and Jason Ward, Rail Regional Director ANZ, serve as our RAP Champions. Chris and Jason lead efforts to build awareness and understanding of our RAP goals across the organization, ensuring reconciliation remains a priority at all levels.

Regular reporting and review mechanisms are integral to our governance structure, ensuring transparency and accountability while allowing for adjustments and continuous improvement in line with our evolving reconciliation goals.

## Ricardo's RAP Working Group

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Ricardo's RAP Working Group was established in 2024, to convene on the development of our RAP. It is a guiding component of our governance structure as we continue to move forward in our iterations of RAP development. The Group is led by our HR Business Partner and is overseen by our ANZ Director, Chris Hewitson.

The group meets fortnightly to address updates on individual goals set out to each person. The activities of the RAP working group are determined by the actions and the targets of the designated RAP. When possible, the working group will suggest ideas and recommendations to enshrine the targets of the RAP into the wider business.

The RAP Working Group includes the following members:

- Senior Leadership Team members
- RAP Chairperson: Stacey Carpinter
- State and Territory representatives from various levels of the business including Consultants and Enabling functions.



## Relationships

Commitment	Deliverable	Responsibility	Timeline
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	Identify First Nations stakeholders and organisations within our local area or sphere of influence	Regional Health Safety Environment and Quality Advisor, Consultant	March 2025
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Regional Health Safety Environment and Quality Advisor, Regulatory Advisor	June 2025
Build relationships through celebrating National Reconciliation Week	Circulate Reconciliation Australia's National Reconciliation Week resources and reconciliation materials to our staff	Australia and New Zealand Regional Marketing Manager	May 2025
	RAP Working Group members to participate in an external National Reconciliation Week event	Associate Director	27 May – 3 June 2025
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate National Reconciliation Week	Human Resources Business Partner	June 2025
Promote reconciliation through our sphere of influence	Communicate our commitment to reconciliation to all staff	Australia and New Zealand Regional Marketing Manager	April 2025
	Identify external stakeholders our organisation can engage with on our reconciliation journey	Regional Health Safety Environment and Quality Advisor	July 2025
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey	Asia Pacific Sales Enablement Lead	May 2025

Commitment	Deliverable	Responsibility	Timeline
Promote positive race relations through anti-discrimination strategies	Research best practice and policies in areas of race relations and anti-discrimination	Human Resources Business Partner, Human Resources Coordinator	September 2025
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs	Human Resources Business Partner, Human Resources Coordinator	December 2025



## Respect

Commitment	Deliverable	Responsibility	Timeline
Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	Human Resources Business Partner	October 2025
	Conduct a review of cultural learning needs within our organisation.	Human Resources Business Partner	January 2026
Demonstrate respect to First Nations peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	Sustainability Consultant, Regional Health Safety Environment and Quality Advisor	October 2025
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Senior Consultant, Australia and New Zealand Regional Marketing Manager	February 2025



Commitment	Deliverable	Responsibility	Timeline
Build respect for First Nations cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	Australia and New Zealand Regional Marketing Manager, Principal Consultant	June 2025
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	Australia and New Zealand Regional Marketing Manager, Principal Consultant	June 2025
	RAP Working Group to participate in an external NAIDOC Week event.	Principal Consultant	First week in July 2025



## Opportunities

Commitment	Deliverable	Responsibility	Timeline
Improve employment outcomes by increasing First Nations recruitment, retention and professional development.	Develop a business case for First Nations employment within our organisation.	Human Resources Business Partner	March 2025
	Build understanding of current First Nations staffing to inform future employment and professional development opportunities.	Human Resources Business Partner	April 2025
	Update the graduate program specifically to include a targeted approach for Aboriginal and Torres Strait Islander candidates. This could involve partnerships with universities to offer opportunities in roles within Ricardo.	Human Resources Business Partner	November 2025

Commitment	Deliverable	Responsibility	Timeline
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	Director, Ricardo Australia and New Zealand	June 2025
	Investigate Supply Nation membership.	Director, Ricardo Australia and New Zealand	September 2025
	Engage with Aboriginal and Torres Strait Islander- owned businesses to seek to procure goods and services, including in areas like office supplies, catering, and consulting services.	Director, Ricardo Australia and New Zealand	December 2025



## Governance

Commitment	Deliverable	Responsibility	Timeline
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form a RWG to govern RAP implementation.	Human Resources Business Partner	March 2025
	Draft a Terms of Reference for the RWG.	Human Resources Business Partner, Human Resources Coordinator	March 2025
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	Human Resources Business Partner, Principal Consultant	January 2026

Commitment	Deliverable	Responsibility	Timeline
Provide appropriate support for effective implementation of RAP commitments	Define resource needs for RAP implementation.	Human Resources Business Partner	February 2025
	Engage senior leaders in the delivery of RAP commitments.	Director, Ricardo Australia and New Zealand	March 2025
	Appoint a senior leader to champion our RAP internally.	Director, Ricardo Australia and New Zealand	April 2025
	Define appropriate systems and capability to track, measure and report on RAP commitments.	Human Resources Business Partner	April 2025
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	Human Resources Business Partner, Australia and New Zealand Regional Marketing Manager	June 2025
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	Human Resources Business Partner, Australia and New Zealand Regional Marketing Manager	1 August 2025
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	Human Resources Business Partner, Australia and New Zealand Regional Marketing Manager	30 September 2025
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Human Resources Business Partner, Australia and New Zealand Regional Marketing Manager	January 2026



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